Missouri Department of Corrections
Office of the Director
Research, Planning & Process Improvement Section
Planning & Grants Unit

Improving Lives for Safer Communities

DOC Strategic Plan

FY2022 Initiatives Progress Report

February 8, 2021

Purpose & Summary

This report serves to give an update of progress on the initiatives supporting the Department of Corrections (DOC) strategic plan. We will continue to conduct periodic reviews to make sure the projects are progressing as anticipated, and our resources are being used effectively. The information provided in this report is based on tracking the progress of each initiative against their project milestones. We have included charts and tables to highlight the progress and distribution of the initiatives.

As of January 31, 2021:

- There are 25 initiatives for focus this fiscal year. Sixteen are in the implementation phase, and the remaining nine (9) are in the recommendation phase.
- The majority (88%) of initiatives in the recommendation phase are in progress and progressing towards implementation.
- For more status updates, see the initiative highlights below.
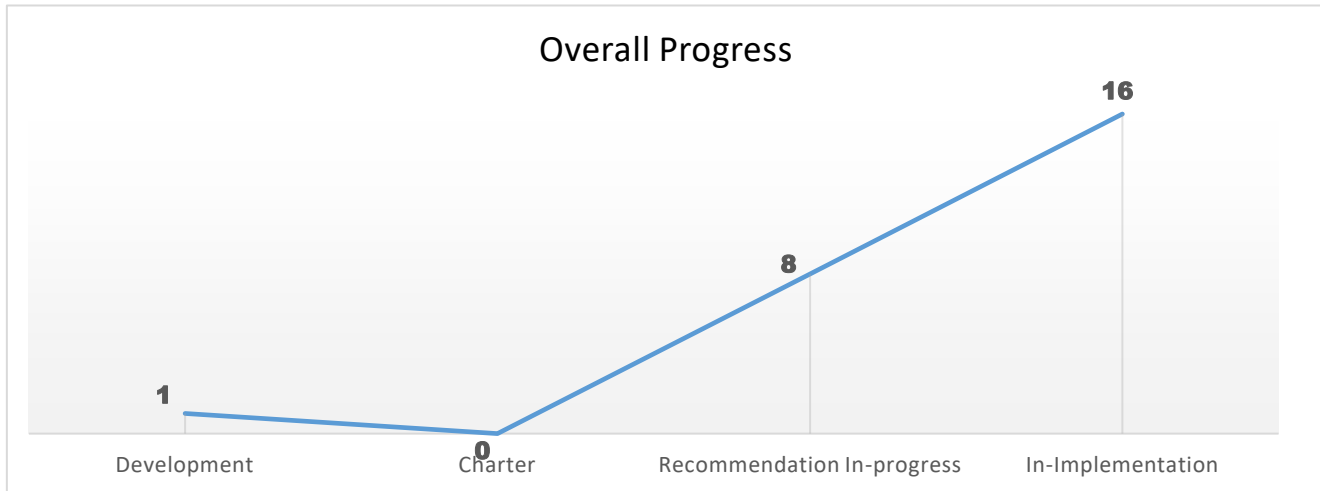
Statistics & Analysis

The 25 initiatives for focus in FY2022 are divided among the placemat themes as follows: Seven (7) under safer work environment, 12 under improving workforce, and six (6) are under reducing risk and recidivism. The table below shows how they are progressing by theme. The majority of initiatives under all three themes are in implementation, 57% of safer work environment, 58% of improving workforce and 83% of reducing risk and recidivism. Safer work environment is the only theme with initiative in development (14%).

Table 1: FY22 Progress of Strategic Plan Projects by Theme

Placemat Themes	Initiative Status			
	In-Implementation	**Recommendation In-progress**	**Charter**	**Development**
Safer Work Environment (7)	57%	29%	0%	14%
Improving Workforce (12)	58%	42%	0%	0%
Reducing Risk & Recidivism (6)	83%	17%	0%	0%

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Figure 1: Progress of Strategic Plan Initiatives by Status

The 25 division led projects are currently in the following statuses: 16 have completed the recommendation phase 64% and have transitioned to the implementation phase; eight (8) are progressing towards the implementation phase (32%); and one (1) is in development (4%)

Table 2: Project Status by Division Responsibility

Progress and Assignment By Division						
Status	**Overall**	**OOD**	**P&P**	**DORS**	**DAI**	**DHS**
In-Implementation	16	0	1	4	3	8
In-Progress (Recommendation)	8	2	0	0	1	5
Charter (Recommendation)	0	0	0	0	0	0
Development (Recommendation)	1	0	0	0	0	1
Total Initiatives	25	2	1	4	4	14

Of the 25 initiatives, two (2) have been assigned to the Office of the Director (OOD) and one (1) to Probation and Parole (P&P). Both the Division of Offender Rehabilitation Services (DORS) and the Division of Adult Institutions (DAI) have been assigned four (4) each, and 14 have been assigned to the Division of Human Services (DHS).

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FY2022 Initiative Highlights as of January 31, 2021

11.101 - Staffing Pattern & Shift Analysis
Moved to implementation
- Analysis completed on this initiative and planning for implementation.
- DOC team is meeting with site administrative teams to review post recommendations.

11.113 - Develop MOCIS Enhancement Prioritization
In development
- All components of the MOCIS initiative will be completed under this.

11.208 - Improved External Classification System
Off track – with plan to rectify
- Overrides have been identified and approved.
- Decision Support is completing additional analysis.

11.212 - Transition to Electronic Files to Support Information Access
Off track – with plan to rectify
- DOC is working with OA on testing a site for electronic forms.

11.215 - Perimeter Detection Fence
In Implementation
- The fencing is complete at these six (6) facilities: ERDCC, SECC, SCCC, FRDC, JCCC and PCC.
- New fence installed at WMCC, WERDCC, MECC, ACC, OCC, BCC, FCC, and MTC. Commissioning pending
    - First commissioning complete for WERDCC, MTC, and WMCC
- Install pending for TCC, MCC, NECC, CCC, and WRDCC

12.104 - Automated Time Keeping System for DAI
In Implementation
- DOC team is working with ITSD and vendor to finalize the process for electronic time slip submission.

12.307 - Develop System for Virtual Training – LMS
In Implementation
- A contract has been awarded and is in effect as of November 15, 2021.
- A team is meeting with the vendor and working towards implementation
- Planned full implementation is July 1, 2022.

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21.202 - Develop On-Boarding for Supervisory Positions

Off track – with plan to rectify

- Team is working on the learning path, checklist and welcome binder.
- Next meeting scheduled for early March 2022.
- The team plans to have their proposal complete and ready for review by the end this fiscal year.

21.206 - Implement On-Boarding for Frontline Staff (Phase II)

In Implementation

- The team has completed their review of the proposal and the checklist.
- They are schedule to present to the Executive team on February 14, 2022.

21.207 – Transformation Training Academy

In Implementation

- The recommendation phase is complete. This is in implementation.

21.208 – The Corrections Way for Frontline Staff

On track

- As of January 31, 2022, 3, 056 frontline staff have been trained.
- Training dates are confirmed for SCCC and MTC, the rest are complete.

21.210- Expand COI and Cook Recruitment Efforts

On-track

- The recruitment unit has scheduled a one-day Virtual Job Fair for February 7, 2022. However, due to the overwhelmingly positive responses, they have decided to add more time slots and extend the fair to February 8th.

21.212 - Crossroads Training Academy

Not started

- Planning has started for this project.

21.213 - Succession Development Strategy (Leadership Development Rule)

On track

- Supervisors are expected to complete a minimum of one (1) hour per week toward professional development (52 hours per year).
- 2% of DOC has completed the MOLearning White Belt training.

21.405 – Promote and Enrich Employee Wellness Program

On track

- Over 2000 staff responded to the survey that ran from early November to late December 2021.
- MoDOC Cares webpage has been created and is consistently updated, gets very high click-rate.
- Probation & Parole Wellness Room (D15 60 day pilot) is in progress).
- Installation of sunscreen pumps at institutions are expected this winter.

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- Supervisor Training specific to resources/resiliency/self-support – scheduled launch March 2022.
- In Progress: folding wallet card with wellness and trauma resources is in the approval process and will be ordered soon. The will be distributed to new hires and then distributed across worksites in March.
- Health & Benefit Fairs in 2022 – scheduled for Farmington, JCCC and ACC in April.

21.406 - Trauma Support for Staff
On track
- A planning committee has been formed and funding secured to implement a Post Critical Incident Seminar in spring 2022.
- PACT moved from DAI to DHS and policy updated.
- Trauma-Informed (T.I) components added to the PACT and T.I. Supervisor training curricula.
- Updating working with the female offenders' specifics related to trauma.
- A new support resource for DOC staff affected by workplace trauma will be available in May 2022. Applications for the event will be taken from January-March 2022 and will be located on the Intranet home page
- New Trauma specialist started in December.
- Employee Support brochure has been updated for 2022
- New policy D2-15.8 went into effect January 16, 2022. This was a revamp of the old PACT policy, and it also added the Employee Trauma Unit into policy.
- A Collaboration is established between the Victim Services Unit, OPS, and DAI. The policy is being updated to reflect this.

22.105 - Redevelop the Intranet
Off track
- The team continues meetings to finalize the information for inclusion on the intranet.

22.107 - Develop Equity, Diversity & Inclusion (EDI) Policy
Off track - with plan to rectify
- The team is in discussion to determine next step.

22.303 - Trauma Informed Culture
Implementation
- The Supplemental recommendations have been approved by the Executive Team on December 20, 2021.
- Implementation will be done in stages, starting with the development of an advisory team.
- The Advisory Team is developed. The team is working to schedule their first meeting.

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31.113 - Ashland University Expansion

Off track – with plan to rectify

- All Second Chance Pell providers had their funds reduced this FY. Ashland has decided to not expand sites nor enroll new students to stay within budget. Therefore, for fall 2021 and the spring 2022 terms (late January) they will only re-enroll current students. The remaining sites are JCCC, PCC and SECC.
- Ashland University will re-evaluate status nation-wide once the next funding cycle at the federal level is decided.

31.113- Programming to Conform to Evidence Based Practice

In Implementation

- Implementation planning not started.
- DAI is working to determine the elective classes that will be offered.

31.114 - Mental Health and Substance Use Treatment Standards

In implementation

- The team is working on development of a program model.
- The team is discussing specific tools for assessing motivation to change.
- Sub-committees have been formed to being work on tasks.

31.203 - KCRC Transformation

In implementation

- Renovations are near complete.
- They plan to start receiving residents on April 1, 2022.
- The training sessions on ETA for cooks and custody staff are scheduled for late February.
- The IAC positon is still vacant.
- Policies, procedures, handbooks, manuals, checklists and similar are in development.
- The transition to ETA will occur during the first part of March

31.209 - Program Model for Court Referred Short-Term Offenders.

Recommendation Complete

- The team's recommendations have been approved by the Executive team on December 13, 2021.
- Implementation Kick-Off is scheduled for February 3, 2022.

31.305 - Quality Control, Quality Assurance, Support for Correctional Programming

Off track – with plan to rectify

- The final report is complete.
- The team is scheduled to present their recommendation to the EBP Workgroup in April.

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Initiatives from Previous Placemats - with Actions Pending

11.105 - Administrative Segregation Programming
- The manual DAI was asked to develop is in progress.
- DAI Executive team plans to review the policy once the Administrative Segregation Committee completes their revision of the administrative segregation procedure.

11.110 - Offender Mail / 11.111 - Offender Censorship
- The team is waiting on the contractor to fix a piece in postal scanner process. It should be ready to test in February.

11.207 - Identification & Tracking of Security Threat Groups
- STG Coordinator and Officer training scheduled for March.
- Policy approved and will be ready April 1, 2022.

11.211 - Offender Suicide Prevention
- Standing committee members have been identified. The responsibilities are being finalized.
- The team is discussing pilots, final decision pending.

11.216 - P&P Safety, Security & Critical Incidents
- Working on the Incident Report form with DSAA.
- Meeting scheduled February 23, 2022 to discuss next steps for implementation.

21.105 - CO I High School Apprenticeship
- The Recruitment Unit is in discussion with Crowder College regarding rebooting the program.
- Crowder has shared the program detail with other schools, recruitment will follow-up.

31.110 - Difficult Discharge
- This is with the DAI procedure staff person. They will send it back to Procedure and Forms Management Unit (PAFMU) once their revisions are complete.

31.207 - Community Peer Specialist
- Implementation team established.
- Preparation for pilots at three (3) facilities (NECC, MCC, and CCC) is in progress.
  - They are discussing general guidelines for the facilities and the appropriate location at each site.
  - The deciding on measures to gauge the readiness of the specialist and to help them become aware
- Milestone tasks are being assigned to team members.

Strategic Initiative Dashboard

FY2022 Initiatives
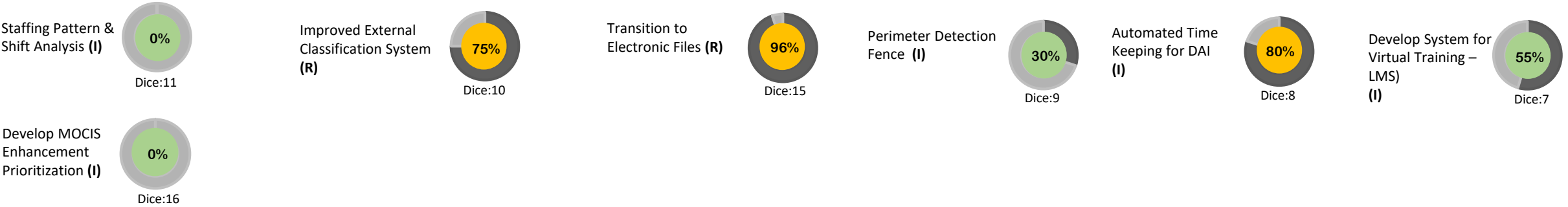
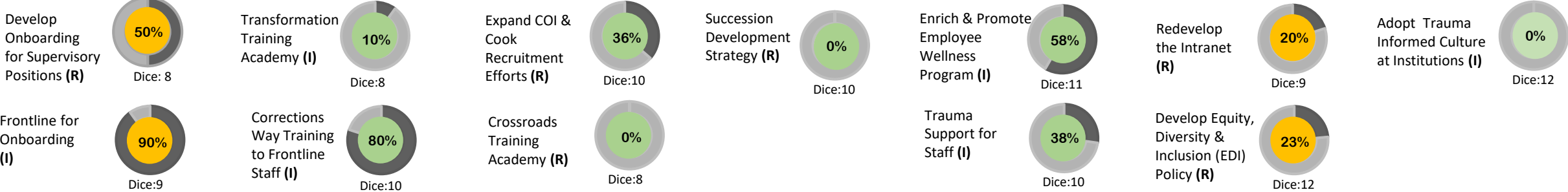R = Recommendation Phase   I = Implementation Phase   Values in circles indicate % of milestone complete

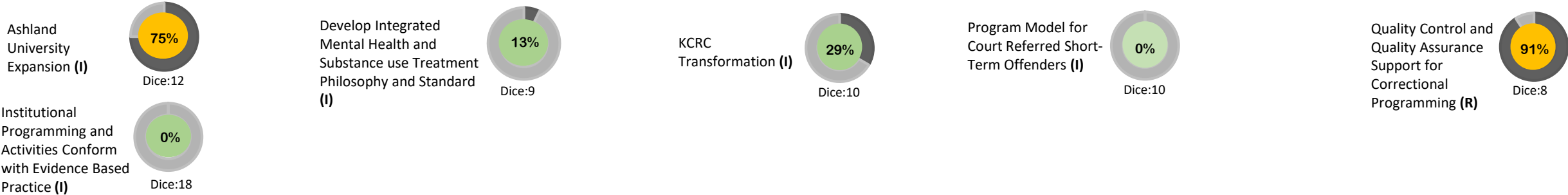On-Track
Off Track with plan
Off Track – with no plan

Safer Work Environment

Staffing Pattern & Shift Analysis (I) — 0% — Dice:11

Improved External Classification System (R) — 75% — Dice:10

Transition to Electronic Files (R) — 96% — Dice:15

Perimeter Detection Fence (I) — 30% — Dice:9

Automated Time Keeping for DAI (I) — 80% — Dice:8

Develop System for Virtual Training – LMS) (I) — 55% — Dice:7

Develop MOCIS Enhancement Prioritization (I) — 0% — Dice:16

Improving Workforce

Develop Onboarding for Supervisory Positions (R) — 50% — Dice: 8

Transformation Training Academy (I) — 10% — Dice:8

Expand COI & Cook Recruitment Efforts (R) — 36% — Dice:10

Succession Development Strategy (R) — 0% — Dice:10

Enrich & Promote Employee Wellness Program (I) — 58% — Dice:11

Redevelop the Intranet (R) — 20% — Dice:9

Adopt Trauma Informed Culture at Institutions (I) — 0% — Dice:12

Frontline for Onboarding (I) — 90% — Dice:9

Corrections Way Training to Frontline Staff (I) — 80% — Dice:10

Crossroads Training Academy (R) — 0% — Dice:8

Trauma Support for Staff (I) — 38% — Dice:10

Develop Equity, Diversity & Inclusion (EDI) Policy (R) — 23% — Dice:12

Reducing Risk & Recidivism

Ashland University Expansion (I) — 75% — Dice:12

Develop Integrated Mental Health and Substance use Treatment Philosophy and Standard (I) — 13% — Dice:9

KCRC Transformation (I) — 29% — Dice:10

Program Model for Court Referred Short-Term Offenders (I) — 0% — Dice:10

Quality Control and Quality Assurance Support for Correctional Programming (R) — 91% — Dice:8

Institutional Programming and Activities Conform with Evidence Based Practice (I) — 0% — Dice:18

Dice scores last calculated December 2021   **Scores are defined as follows: -   7 to 13 win zone (Highly likely to succeed)   -   14 to 17 worry zone (Risky, needs immediate attention to weaken risk)   -   18+ woe zone (highly likely to fail, need decisive action to salvage)